

Debt Management



Department Description

Debt Management administers all debt issuances, short-term and long-term, for the City. Debt Management conducts planning, structuring, and issuance activities for short-term and long-term financing to meet the City's cash flow needs and to provide funds for capital projects, equipment, and vehicles. In addition, the Department coordinates the Community Facilities District and 1913/1915 Act Assessment District formation procedures and related conduit bond issuances to fund public infrastructure projects. The Department also monitors outstanding debt issuances for refunding opportunities and performs, coordinates, and monitors certain post-issuance administrative functions. With respect to the latter, Debt Management works with the Office of the City Attorney, outside counsel, and other departments to administer debt service payments, monitor the City's compliance with existing bond covenants, coordinate the filing of annual continuing disclosure reports, and respond to requests for information related to outstanding bonds.

Debt Management also performs financial analysis for the Mayor, City Council, and City departments. The Department works with the Water and Metropolitan Wastewater Departments to develop financial plans and identify infrastructure funding, based on the Water and Metropolitan Wastewater Departments' rate analyses, projections, and federal, State, and local mandates.

Debt Management is organized into the following functions:

Citywide Contractual Services

Citywide Contractual Services provides funds for consulting contracts, including financial advisory and bond counsel contracts and for services relating to a wide range of financing issues.

Enterprise Fund Financing and Administration

Enterprise Fund Financing and Administration coordinates the structuring and issuance of bond financings for City capital projects funded and secured by the City's enterprise funds and performs or coordinates certain post-debt issuance administrative functions, including continuing disclosure annual report filings.

General Fund Financing and Administration

General Fund Financing and Administration coordinates the structuring and issuance of bond financing for City capital projects funded and secured by the City's General Fund and performs or coordinates certain post-debt issuance administrative functions, including continuing disclosure annual report filings.

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Special Districts Financing and Administration

Special Districts Financing and Administration coordinates Community Facilities District and 1913/1915 Act Assessment District formation procedures and related bond issuances, and performs or coordinates certain post debt issuance administrative functions, including the calculation and enrollment of special taxes and assessments and continuing disclosure annual report filings.

The Department's mission is:

To provide a comprehensive and innovative debt management administration to meet the financing needs of the City in a cost-effective manner, taking into account City priorities as well as legal, financial, and structuring considerations

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Offer innovative financial products to effectuate the City's capital financing plan

Offering innovative financial products as part of the City's capital plan will enable the City to pay for much needed capital projects. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Implement and execute financings for capital needs on a timely basis
- Ensure financings implemented are cost-effective

Goal 2: Implement the use of best practices

Use of best practices is vital in improving and maintaining the efficiency and effectiveness of any organization. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Maintain efficiency and accuracy of Department operations
- Enhance digital document retention and access capabilities
- Establish and regularly update the City investor web page

Goal 3: Manage post-issuance compliance

Post-issuance compliance is an important process necessary to maintaining the tax exemption of interest on outstanding obligations and in ensuring the City's compliance with federal securities laws. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Optimize returns from bond funds
- Perform regular financial reporting for all stakeholders
- Ensure that the compliance monitoring process is efficient and effective

Goal 4: Adhere to best practices as it relates to disclosure

Enhanced disclosure practices improve the process of providing timely and accurate financial reporting to stakeholders. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objective.

- Implement and execute financings that adhere to the City's disclosure practices

Goal 5: Promote the highest ethical standards and behavior among employees

Promote and enforce the City's ethical practices to ensure integrity, accountability, service, team support, openness, and diversity in the Department. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Offer training to management and staff on ethical standards
- Management review of standards and ethical practices with staff on a regular basis

Goal 6: Hire, retain, and develop skilled employees

Developing and retaining a trained and skilled workforce is essential to the success of the Department. Ensuring that its employees are trained and have access to the necessary resources will create a higher performing organization

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that operates more efficiently and effectively. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Promote and develop excellence and high caliber in the Department
- Ensure knowledge transfer occurs to develop bench strength

Service Efforts and Accomplishments

General Fund

A privately-placed Lease-Revenue Note financing for approximately \$108 million was prepared and approved by the City Council in Fiscal Year 2008 to finance the City's deferred maintenance capital improvement projects. The City Attorney has raised some concerns over the legality of the proposed financing structure. The financing will be implemented upon successful resolution of the legal concerns.

Debt Management also completed the private placement of \$135 million of Tax and Revenue Anticipation Notes to fund Fiscal Year 2009 cash flow needs.

Water and Wastewater Enterprises

In February 2008, \$150 million was secured for Water System improvements through an interim private offering to provide for critical capital improvement program funding for Water System Capital Improvements through the end of Fiscal Year 2008. Long term public financing work is in progress for the Wastewater program for implementation in early/mid- 2009.

Debt Management is leading a financing team to sell Water Revenue Bonds in January 2009 via a public offering. This is expected to mark the City's return to the public debt market.

Equipment Vehicle and Financing Program

The lease-purchase of a new fire helicopter in the amount of approximately \$10.6 million (estimated \$15.9 million including financing costs) is scheduled to occur in late summer 2008. Also, the Department facilitated the lease-purchase of motive equipment to meet fleet replacement needs in the amount of approximately \$12 million. The Department continues to coordinate primary funding for the critical OneSD project through the Program.

Special Districts

Four million dollars in Community Facilities District No. 3 (Liberty Station) Special Tax Bonds, Series A of 2008 were issued in Fiscal Year 2008 to provide funding for the park improvement in connection with the Naval Training Center Redevelopment Project. In addition, \$12.4 million in Community Facilities District No. 4 (Black Mountain Ranch Villages) Special Tax Bonds, Series A of 2008 were issued in August 2008 to fund improvements related to the extension of Camino Del Sur. At the request of certain property owners, Debt Management also facilitated the formation and enactment of the La Jolla Mesa Vista Underground Utility Assessment District to assist property owners in undergrounding their utilities. A one-time assessment was levied on properties within the District, which will be used to finance the undergrounding project in conjunction with the City's Utilities Undergrounding Program.

Other

Debt Management coordinated presentations to the credit rating agencies in April-June 2008 and launched the City's Investor Information Website in May 2008. In addition, a City Council training on Debt Issuance and Administration was conducted jointly by Debt Management, the City Attorney's Office, and bond counsel in September 2007. Debt Management also coordinated a January 2008 City Council educational workshop on variable rate debt and interest rate swaps. The Department developed a Debt Policy and a Special District Formation and Financing Policy which were approved by City Council in November 2007. The Department continues to monitor the bond covenant compliance status of various bond issuances on a fiscal year basis, and files semi-annual status reports to the Chief Financial Officer (CFO). The Department also continues to monitor the delinquency status for its various special districts and files semi-annual reports to the CFO. In addition, Debt Management prepared and implemented a process for performing Post-Issuance Investment Monitoring of bond proceeds, and developed and implemented a department training policy and guidelines.

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Budget Dollars at Work: Performance Expectations

Goal 1: Offer innovative financial products to effectuate the City's capital financing plan

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of City's priority financings completed	N/A ¹	100%	100%
2. Number of new city bond issuances priced no higher than 1% of the average rate achieved by other comparable municipal credits priced in the same time frame	100%	100%	100%

Goal 2: Implement the use of best practices

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Average number of days for the Formal Centralized Monitoring Program (FCMP) semi-annual compliance status reports to be completed (to support internal controls for the City)	N/A	N/A	within 45 days of the end of the reporting period
2. Percent of debt payments made to bond trustees on time	100%	100%	100%
3. Percent of digital access for ongoing and future financings	N/A	100%	100%
4. Percent of the City investor webpage completed ²	N/A	100%	100%

Goal 3: Manage post-issuance compliance

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of bond-related investments which are actively evaluated and re-invested as they come to term	N/A	100%	100%
2. Percent of continuing disclosure annual reports sent on or before due dates	N/A	0% ³	100%
3. Average number of days for the Formal Centralized Monitoring Program (FCMP) semi-annual compliance status reports to be completed (to support internal controls for the City)	N/A	N/A	within 45 days of the end of the reporting period

Goal 4: Adhere to best practices as it relates to disclosure

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of primary offering disclosures coordinated by the Department that adhere to Disclosure Practices Working Group (DPWG) Controls and Procedures	N/A	100%	100%

Goal 5: Promote the highest ethical standards and behavior among employees

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of staff attending City-wide training on ethics and general City-wide codes of conduct ⁴	90%	100%	100%

¹ Measures were not established in Fiscal Year 2007 to allow for baseline data.

² The City's investor webpage was launched on May 12, 2008.

³ This result is due to unavailability of the Fiscal Year 2007 Comprehensive Annual Financial Report due in Fiscal Year 2008 for outstanding obligations.

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Goal 6: Hire, retain, and develop skilled employees

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent accomplishment of the Department Professional Development Performance Index (PDPI) ⁵ as established by the Department	N/A	100%	100%

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Workload Data					
Dollars administered in outstanding financed obligations (fiscal year end)	\$2.53B	\$2.58B	\$2.68B	\$2.75B	\$3.01B
Funding provided through executed financings for infrastructure, capital projects, essential equipment, and working capital	\$129M	\$277M	\$492M	\$291M	\$520M
Number of Community Facilities District and Assessment District parcels administered	8,281	8,653	8,759	8,542	8,494
Value of special taxes and assessments levied	\$16.5M	\$18.0M	\$16.9M	\$17.1M	\$16.7M

⁴ Fiscal Year 2007 and actual Fiscal Year 2008 results reflect the hiring of new employees who have not had an opportunity to participate in the City-wide training provided by the City. Debt Management is committed to offering training to all employees in the Department.

⁵ The Department established seven training goals, each of which is assigned a Professional Development Performance Index (PDPI) percentage. The total of the indices for all training goals is 100%. The index for each goal is multiplied by the percent completion for that goal, and the cumulative result is the percent accomplishment for the measure.